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Analysis of Digital Transformation and Inventory Management in Improving Operational Performance at CV Sun Swalayan

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ABSTRACT

This study examines the influence of digital transformation and inventory management on improving operational performance at CV Sun Swalayan, a retail company in Medan. The background is fluctuating sales and repeated stockouts throughout 2021 to 2025, a sign that stock control is not efficient because the system used is still dominated by manual processes. With an associative quantitative approach, data was collected from 50 employees through a saturated sample technique, then analyzed using multiple linear regression after validity, reliability, and classical assumptions tests were met. The results showed Digital Transformation is not significantly associated with employee-rated operational performance (B = .300, t = 1.158, p = .253), whereas Inventory Management has a positive and significant association (B = 1.158, t = 7.528, p < .001). The overall model is significant, F(2,47) = 114.355, p < .001, and explains 83.0% of the observed variance. These findings reflect employee assessments at a single retailer; they do not prove actual performance improvements caused by either factor. This wording does not change the hypothesis decision.

Keywords: operational performance, inventory management, retail companies, digital transformation, stockout

INTRODUCTION

Operational performance is one of the indicators that shows the company's ability to manage all operational activities effectively and efficiently to achieve organizational goals. In an increasingly competitive business environment, companies are required to be able to produce quality products and services at controlled costs, fast turnaround times, and high levels of accuracy. Therefore, improving operational performance is a strategic aspect that determines the company's sustainability and competitiveness in various business sectors, including the retail trade sector.

On the other hand, inventory management is one of the factors that greatly determine the success of a company's operations, especially in retail companies. Inventory is an asset that has a large enough value that it requires good control so that the number of goods is always in accordance with market needs. Less than optimal inventory management can cause various problems, such as overstock, stockout, damaged or expired goods, and increased storage costs.

This phenomenon shows that the improvement of operational performance is not only influenced by the ability of human resources, but also highly dependent on the implementation of digital transformation and inventory management systems that are able to support business processes in an integrated manner. Thus, companies need to innovate through the use of information technology so that operational activities can take

place more effectively, efficiently, and adaptively to changes in the business environment.

Based on the results of initial observations made at CV Sun Swalayan, it is possible to get an idea that the company still faces several obstacles related to operational performance, especially in inventory management activities. As a company engaged in the retail sector, the smooth operation is greatly influenced by the accuracy of stock information, service speed, and the effectiveness of the procurement process. However, some of the operational activities at CV Sun Swalayan are still carried out manually so that they are not able to produce fast and accurate information. The results of these observations show that CV Sun Swalayan operational performance still has room to improve, especially through the implementation of digital transformation in the inventory management process. The use of an integrated inventory information system is expected to be able to improve the accuracy of stock data, speed up the transaction recording process, facilitate real-time inventory monitoring, and support more precise decisionmaking.

Table 1.
Sales Data Year 2021-2025

Year	Total Sales (Rp)	Growth (%)
2021	IDR 2,738,482,245,00	
2022	IDR 2,984,593,931,00	8,99%
2023	IDR 3,297,345,248,00	10,48%
2024	IDR 3,048,728,723,00	-7,54%
2025	IDR 3,498,234,783,00	14,74%

The total sales of CV Sun Swalayan during the 2021–2025 period have shown a sales fluctuations occurred alongside difficulties in recording stock and reported inventory. This survey looks at how employees' perceptions of digital transformation and inventory management relate to their assessment of operational performance. Sales increased from IDR 2,738,482,245 in 2021 to IDR 3,297,345,248 in 2023 with growth of 8.99**%** and 10.48**%** respectively. However, in 2024 there will be a decrease in sales to IDR 3,048,728,723 or a negative growth of 7.54**%.** Although in 2025 sales will increase again to IDR 3,498,234,783 with a growth of 14.74**%,** these fluctuations indicate that the company's sales performance has not been completely stable. This condition is influenced by suboptimal operational activities, especially in inventory management. The stock checking process is still carried out manually, inventory information is not yet available in real-time, and there is still a discrepancy between physical stock and administrative data during stock taking. This condition has the potential to cause delays in the procurement of goods, stockouts, and loss of sales opportunities. Therefore, efforts are needed to improve operational performance through the implementation of digital transformation and more effective inventory management.

Digital transformation is a process of organizational change through the use of digital technology to increase the effectiveness and efficiency of business processes. According to Tan & Elisabeth Nainggolan (2023), organizational transformation is a must for organizations that want to achieve sustainable growth. This transformation is able to increase the productivity of internal business processes, improve service capacity, and contribute to improving organizational performance. In line with this opinion, research The Impact of Digital Transformation on Corporate Performance Mediated by Smart Supply Chain Technology on Food MSMEs in West Jakarta explained that the implementation of digital transformation has a positive influence on improving company performance. The use of digital technology is able to accelerate the flow of information,

improve coordination between departments, support more accurate decision-making, and increase the company's operational efficiency.

The implementation of digital transformation at CV Sun Swalayan has not been running optimally. Some operational activities are still carried out manually, especially in the process of inventory management and recording of goods data. Stock checks are still carried out through direct checks at warehouses and sales shelves so that inventory information is not yet available publicly real-time. In addition, the selling price determination process still refers to the previous purchase invoice, so it takes longer when there is a price change from the supplier. This condition shows that the information system used is not able to integrate operational data thoroughly. As a result, the decision-making process is not fast, the risk of recording errors is still quite high, and service to customers has not been optimal. This phenomenon shows that the implementation of digital transformation at CV Sun Swalayan still needs development to be able to support the improvement of the company's operational performance more effectively Faturahman & Zanubiya (2025).

Inventory management is one of the factors that plays an important role in maintaining the smooth running of the company's operational activities. According to research Vanomy et al., (2025), Good inventory management can help companies optimize workflows, reduce waste, increase operational cost efficiency, and accelerate response to market demand. On the other hand, poorly managed inventory can lead to increased costs, disruption of distribution processes, and decreased operational efficiency.

The findings are reinforced by research Aghniya & Rivai (2025) regarding the application of the FIFO method in the retail sector. The study concluded that structured inventory management is able to improve service quality, accelerate inventory turnover, increase operational reliability, provide flexibility in meeting customer demand, and reduce operational costs. On the other hand, inventory systems that are still carried out manually have the potential to cause dead stock, stockout, and inventory data mismatches that hinder the company's operational effectiveness.

Based on the results of initial observations at CV Sun Swalayan, inventory management still faces several obstacles, such as the process of checking stock that is still carried out manually, inventory information that is not yet available in real-time, and the difference between physical stock and administrative data at the time of stock taking. This condition has the potential to cause delays in the procurement of goods, increasing the risk of stockout.

Table 2.
Stockout Data for 2021-2025

Year	Number of Stockout Events	Stock Withdrawal Difference (Unit)
2021	27	254
2022	34	316
2023	42	378
2024	35	307
2025	23	229

Based on Table 2, the number of stockout incidents has increased from 27 incidents in 2021 to 42 incidents in 2023. This increase shows that companies are still experiencing difficulties in maintaining the availability of goods in accordance with customer demand. In the same period, the difference in stock taking also increased from 254 units to 378

units, which indicates that there is still a mismatch between physical stock and inventory data. Although in 2024 and 2025 the number of stockouts and the difference in stock taking have decreased to 35 and 23 incidents, as well as 307 and 229 units, these conditions show that inventory management problems still occur and cannot be fully overcome.

This phenomenon indicates that the inventory management system at CV Sun Swalayan has not been running optimally. The high incidence of stockouts has the potential to cause loss of sales opportunities because the products needed by customers are not available at the time of demand. In addition, the difference in stock taking shows that the accuracy of inventory recording still needs to be improved so that the stock information used in decision-making becomes more precise. Therefore, the implementation of digital transformation supported by an integrated inventory management system is needed to improve data accuracy, minimize stockout, and support improvement of the company's operational performance.

LITERATURE REVIEW

Improvement of Operational Performance (Y)

The term operational performance itself refers to the capacity of a company to run its business wheels on target and save resources to achieve previously announced targets. Lena Sepriani & Candy (2022) argue that when the stock management system is properly implemented, it will have an impact on improving operational performance, which is reflected in the decrease in ordering costs and the increasingly measurable storage and control of stock. This argument is reinforced by Ali et al. (2024) which explains that when the supply chain begins to adopt a digital touch, the result is a surge in work efficiency characterized by the availability of instant information, acceleration in decision-making, the minimum difference between existing and needed stock, and an increase in the company's overall work output. From the above series of thoughts, it can be drawn that improving operational performance is none other than the company's various efforts to continue to improve its accuracy, efficiency, work results, service quality, and resource management, so that the entire business wheel can rotate better and ultimately give birth to additional benefits, both for the company itself and the parties it serves Wicaksono & Nugroho (2017).

The previous concept of operational performance focused only on productivity. But today it is evolving into a more comprehensive measure that includes quality, process efficiency, customer satisfaction, flexibility, and innovation. Research Ramadhanus et al. (2025) shows that Lean and Six Sigma implementations are able to improve process efficiency, reduce defect rates, increase productivity, and improve the company's operational performance. In addition, research Rosemiati & Rini Mulyani Sari (2025) explained that the implementation of integrated Supply Chain Management is able to increase operational efficiency through planning, procurement, production, distribution, and coordination with various companies. These indicators were obtained from journals Hadikusuma & Siagian (2022) Indicator:

1. Quick response to market changes.
2. Reliable delivery service to customers.
3. The costs of acquiring, storing, and handling merchandise,.
4. Maintain the cost per unit at a minimum level.
5. Achieve productivity targets.
6. Maintain productive working hours as planned.
7. Achieve product quality according to targets.

8. Keeping damaged, expired, or returned goods to a minimum.

Operational performance is a description of the company's success in carrying out operational activities effectively and efficiently. Based on the theory and results of previous research, operational performance is influenced by the company's ability to maintain quality, increase service speed, ensure process reliability, increase flexibility, and control operational costs. Therefore, as a basis for measuring operational performance variables Faturahman & Zanubiya (2025)

Digital Transformation (X1)

The term digital transformation was initially widely understood as limited to the use of software or automation of work processes. However, in the contemporary management literature, the meaning is much broader. Miranti & Lunarindiah (2025), interprets the digital transformation of the supply chain as a transition from traditional ways of working to a more efficient, integrated, and technology-based approach, with the ultimate goal of improving the company's performance and competitiveness. This interpretation emphasizes that digital transformation is not just a replacement of work tools, but a shift in the way of thinking in running a business. A view that is not much different is put forward by Andini & Pratama (2026). Both view digital transformation as a continuous process, not an event that is completed at a time, where digital technology is continuously utilized to boost performance, spark innovation, and create added value for stakeholders Steven et al., (2025). In other words, digital transformation is more accurately understood as a journey rather than a final destination that can be achieved once. The problem that often goes unnoticed is that the success of digital transformation is not solely determined by how sophisticated the technology used. Rogo & Radiana (2024) and Sinta & Magdalena (2025)

Research Mauludin et al. (2022) and Ingriana et al. (2024) shows that organizational transformation starts from improving human resource competencies, then encouraging the productivity of internal business processes, improving service quality, and having an impact on improving overall organizational performance. These developments show that today's digital transformation is no longer only oriented towards the use of technology, but also emphasizes the importance of changing organizsational culture, integrating business processes, and improving the ability of human resources so that organizations are able to adapt to changes in the business environment. Where the source of indicators is obtained from Kusumawati & Saputri (2023)Indicator:

1. Ability to innovate in business processes.
2. Ability to redesign internal structures in businesses.
3. Increase digital profitability in business.

Inventory Management (X2)

Inventory management can be simply understood as a company's effort to plan, control, and supervise the flow of goods, from procurement, storage, to spending, so that the availability of goods is maintained without causing excess or shortage of stock. This problem sounds simple, but in practice it holds many challenges, especially when it is still managed manually. Tsaqifatul Adzkar et al. (2024) It is noted that inventory management that has not been digitized is often marked by stock recording errors, order delays, and inaccurate data, which in turn leads to stock shortages, inventory accumulation, and customer dissatisfaction. To answer these problems, many organizations are now turning to digital-based inventory management information systems. This kind of system is designed not only to record, but also to improve data

accuracy, speed up the ordering process, make it easier to check stock in real-time, and help make more informed decisions about inventory.

In addition, the research Aghniya & Rivai (2025) shows that the application of the FIFO method is able to improve inventory quality, accelerate the rotation of goods, reduce expired goods, and increase the effectiveness of retail operations. The source was obtained from the journal Utami & Hasbi (2026) Indicator:

1. Effectiveness of inventory tracking
2. Inventory replenishment effectiveness
3. Forecasting efficiency
4. Effectiveness of inventory control systems
5. The role of inventory in supply chain performance

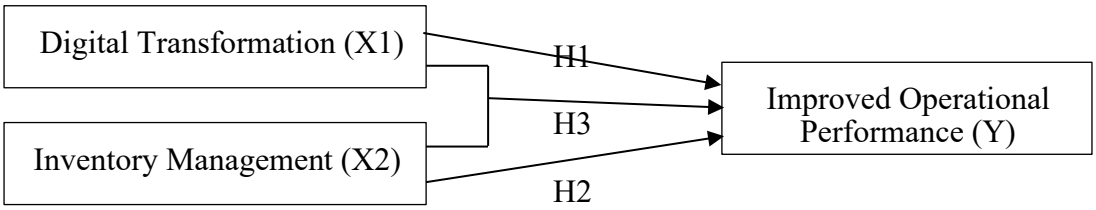


Figure 1. Research framework

Research hypothesis:
H1: Digital Transformation has an effect on Improving Operational Performance.
H2: Inventory Management has an effect on Improving Operational Performance.
H3: Digital Transformation and Inventory Management simultaneously affect Operational Performance Improvement.

This research framework illustrates how Digital Transformation (X1) and Inventory Management (X2) contribute to Improving Operational Performance (Y). The first relationship shows that digital transformation is able to improve operational performance through storing company data, making prices on goods and reducing files in the form of paper. The second relationship shows that inventory management is able to improve operational performance through reducing the risk of excess and shortage of goods, scheduling in ordering goods and calculating goods effectively. When these two variables are applied simultaneously in a company, the company will experience an increase in operational performance in employees so that the company can balance or compete with other companies.

RESEARCH METHOD

Research Methods

This study uses a type of quantitative research with an explanatory/associative approach. Quantitative research with an explanatory/associative approach is a type of research that aims to determine the relationship, influence, or causal function between two or more variables using numerical data and statistical analysis. This approach is used to measure and analyze the influence of Digital Transformation (X1) and Inventory Management (X2) on Improvement of Operational Performance (Y) on CV. Sun Swalayan.

Research Location and Time
This research was carried out at CV. Sun Swalayan which is located on Jalan Brigjend Katamso, Kampung Baru No. 688 C, Medan City. The research time is planned to take place from January to September 2026, starting from the initial observation stage, the distribution of questionnaires using Google Form, to data processing and analysis.

Population and Sample
Population is the entire subject of research that can provide information related to the problem being researched. A sample is a part of the population that is considered to be representative of the entire population Sugiyono (2022) The population in this study is all members of CV. Sun Swalayan as many as 50 employees, both from the administration, warehouse, and service or field sections. Given the relatively small population, the sampling technique used is saturated sampling (census), which is a sampling technique that involves all members of the population as a research sample Sugiyono (2022).

Data Collection Techniques
Data collection in this study was carried out through the distribution of questionnaires or forms to all CV employees. Sun Self-Support. A questionnaire is a collection of written questions asked to respondents to obtain data related to research variables. In addition, a documentation study in the form of written supporting data about the company's operational conditions is also used, which is useful for testing, interpreting, and strengthening the conclusions of the research. Respondents' answers were measured using the Likert Scale.

The questionnaire contains 32 statement items. Each item is rated on a five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Digital Transformation (X1) is measured with 6 items, Inventory Management (X2) with 10 items, and Operational Performance (Y) with 16 items, two items for each indicator listed in the literature review. The score of each variable is the sum of its item scores, so possible scores range from 6 to 30 for X1, 10 to 50 for X2, and 16 to 80 for Y. The Operational Performance indicators come from Hadikusuma & Siagian (2022), whose items were written for manufacturing firms. They were adapted for retail. Reduction of production costs was reworded as reduction of procurement, storage, and handling costs of merchandise, and the lowest level of defective products was reworded as keeping damaged, expired, and returned goods as low as possible. The remaining indicators were kept, with wording tied to store and warehouse activity. The validity and reliability tests used a separate pilot group of 30 respondents from outside CV Sun Swalayan, who hold the same positions as the company's staff, in administration, warehouse, and service or field work, at other retail businesses in Medan. The observation unit is employees. All 50 employees of CV Sun Swalayan were surveyed, and the regression connects their perceptions within one company.

Data Types and Sources
The type of data used in this study is quantitative data, which is numerical and numerical data. The data sources in this study consist of two types, namely: Primary Data, which is data obtained directly through questionnaires and observations of CV employees. Sun Self-Swatana. Secondary Data, which is additional data in the form of documents, company archives, and other supporting data that complements the primary data.

Validity Test and Reliability Test
The validity test is used to measure the extent to which the research instrument actually measures what should be measured, using Pearson's Bivariate correlation with a significance level of 0.05. An item is declared valid if the calculated value > the table

Sugiyono (2022). The reliability test is used to see the consistency of respondents' answers when measurements are taken at different times, using Cronbach Alpha. A variable is declared reliable if the Cronbach Alpha value ≥ 0.60 Banu et al., (2025)

Data Analysis Techniques Classic Assumption Test
The classic assumption test consists of:

1. The Normality Test, used to test whether the residual value of the regression model is normally distributed, seen through histogram graphs, Normal P-P Plot, or One Sample Kolmogorov-Smirnov test (the data is said to be normal if the significance value is > 0.05).
2. The Multicollinearity test is used to determine whether there is a high correlation between independent variables (Digital Transformation and Inventory Management), judging from the values of Tolerance and Variance Inflation Factor (VIF), provided that the values of VIF < 10 and Tolerance > 0.1.
3. The Heteroscedasticity test aims to test whether there is a difference in residual variance from one observation to another.

Multiple Linear Regression Analysis
Multiple linear regression analysis is used to determine the influence of Digital Transformation and Inventory Management on Operational Performance Improvement, with the following formulation Sugiyono, (2022)

Y = a + b1X1 + b2X2 + e

Description:

Y = Improved Operational Performance
a = Konstanta
b1, b2 = Regression coefficient
X1 = Transformasi Digital
X2 = Inventory Management
E = In the regression equation, *e* represents the error term or residual.

Partial Hypothesis Testing (t-test)
The t-test was used to determine the influence of each independent variable partially on the dependent variable, with a significance degree of 0.05 Mardiamoko (2020). With the number H0 accepted when: t table > tcount and Hα accepted when: tcount > t table

Simultaneous Hypothesis Testing (F Test)
The F test is used to determine the influence of independent variables together on dependent variables, at the significance level (α) = 0.05 Mardiamoko, (2020). With the number H0 accepted when: Fcalculate < Ftable and Hα is accepted when: Fcalculate > Ftable.

Coefficient of Determination (R^2)
The coefficient of determination (R^2) is used to measure how much the independent variables together affect the dependent variables. The closer the number 1, the stronger the influence of the independent variable on the dependent variable Sugiyono (2022). However, it should be noted that the addition of independent variables to the model tends to increase the R^2 value, so the best model is the one with a high R^2 value but a minimal number of independent variables Mardiamoko et al., (2020)

RESULTS

Validity Test and Reliability Test.
This validity test uses the Pearson correlation between the score of each item up to 30 respondents. With a degree of freedom of 28, the value r of the table at the significance

level of 5% is 0.361. The item is declared valid if the r count exceeds that number and the Sig. (2-tailed) value is below 0.05. All 32 items meet this criterion. The correlation coefficient of the item with the total score ranges from 0.517 to 0.706, and all of them are marked with two stars, meaning significant at the level of 1%. No items need to be dropped, so the instrument can be used intact for research data collection. For the Reliability test, the Cronbach's Alpha value is at > value of 0.60 while the number of items is at 32.

Normality Test

The histogram graph in Figure 2 shows that the distribution of residual data forms a bellshaped curve pattern that is close to symmetrical. The histogram bars follow the normal curve line without significant skewness to the left or right. This distribution pattern indicates that the residual data in the regression model is distributed normally, so that the assumption of normality in the regression analysis has been met.

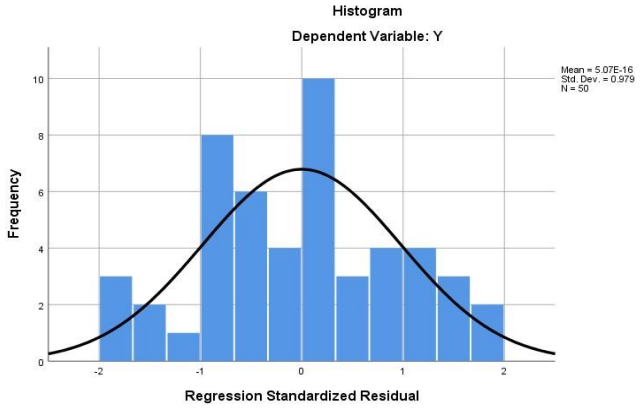


Figure 2. Histogram Graph

The P-P Plot of Regression Standardized Residual Chart shows the distribution of points that follow and approach the diagonal line. The data points do not spread far from the diagonal line, either above or below it. This condition indicates that the regression model residuals are normally distributed, because the closer the data distribution points are to the diagonal line, the stronger the indication that the data meets the normality assumption.

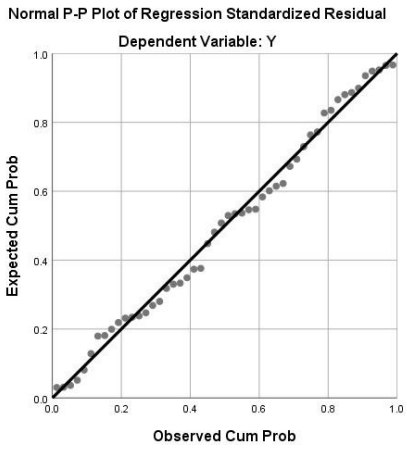


Figure 3. Normal Probability Plot of Regression

The One Sample Kolmogorov-Smirnov test of unstandardized residual from 50 respondents yielded a test statistic of 0.066 with Asymp. Sig. (2-tailed) of 0.200 after Lilliefors correction (Table 3). The value is greater than 0.05 so that the residual is normally distributed. The histogram (Figure 2) generally follows a normal curve, and the points on the Normal P-P Plot (Figure 3) are spread around the diagonal line without systematic deviation. Thus, the assumption of normality is met.

Table 3.
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	50
Asymp. Sig. (2-tailed)	.200c,d

Source of Processed Data 2026

Multicollinearity Test

Table 4.
Multicollinearity Test

Model		**Collinearity Statistics**	
		Tolerance	LIVE
1	(Constant)		
	Digital Transformation	.317	3.158
	Inventory Management	.317	3.158

Source of Processed Data 2026

The multicollinearity test was performed to determine whether there is a high correlation between Digital Transformation (X1) and Inventory Management (X2). Based on Table 5, both variables have a Tolerance value of 0.317 (greater than 0.1) and a VIF of 3.158 (less than 10). Thus, the model is free of multicollinearity according to the established criteria.

Heteroscedasticity Test
The heteroscedasticity test was carried out through a scatterplot graph between the standardized predicted values and the studentized residual (Figure 4). The dots spread randomly above and below the zero on the Y-axis without forming a specific pattern, such as a widening, narrowing, or wavy pattern. Thus, no symptoms of heteroscedasticity occur and the regression model is feasible to use.

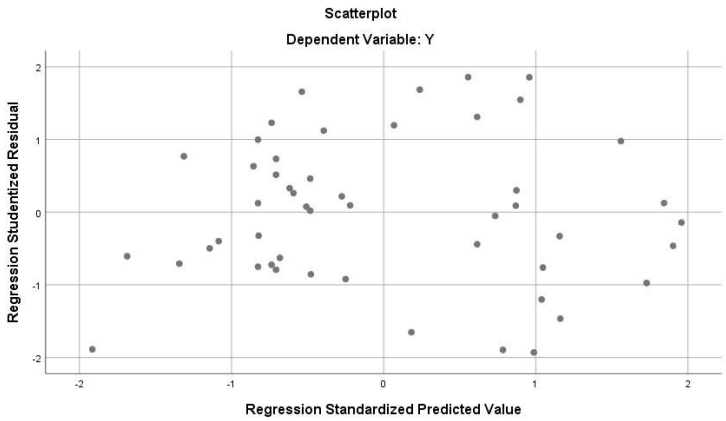


Figure 4. Scatterplot graph

Multiple Linear Regression Analysis
Multiple linear regression analysis was used to determine the direction and magnitude of the influence of Digital Transformation (X1) and Inventory Management (X2) on Operational Performance Improvement (Y). Based on Table 5, the regression equations obtained are as follows.

$$Y = 5.897 + 0.300X1 + 1.158X2 + e$$

A constant of 5.897 indicates that if X1 and X2 are zero, the Operational Performance Improvement is 5.897. The X1 regression coefficient of 0.300 is positive, which means that every increase of one unit of Digital Transformation will increase the Operational Performance Improvement by 0.300 units assuming constant X2. The regression coefficient of X2 of 1.158 is positive, which means that every increase of one unit of Inventory Management will increase the Operational Performance Increase by 1.158 units assuming X1 is constant. X2's standard (Beta) coefficient of 0.806 far exceeds X1's of 0.124.

Table 5.
Multiple Linear Regression Analysis

Coefficientsa				
Model		Unstandarized Coefficients		Standarized Coefficients
		B	Std. Error	Beta
1	(Constant)	5.897	2.782	
	Digital Transformation	.300	.259	.124
	Inventory Management	1.158	.154	.806

Source of Processed Data 2026

Partial Hypothesis Test (t Test)
The t-test is used to determine the influence of each independent variable partially on the dependent variable. The two-way test is carried out at a significance level of 0.05 as formulated in the research method, with the degree of freedom df = n - k - 1 = 50 - 2 - 1 = 47, so that a ttable of 2.012 is obtained. Hα is accepted if the ttable is larger than the ttable, while H0 is accepted if the ttable is larger than t.

Table 6.
Partial Hypothesis Testing

Variable	t	Sig
Digital Transformation	1.158	.253
Inventory Management	7.528	.000

Source of Processed Data 2026

Digital Transformation (X1) has a tcount of 1.158 with a significance of 0.253. Because the tcount is smaller than ttable (1.158 > 2.012) and significance is greater than 0.05, H1 is rejected, meaning Digital Transformation has no significant effect on Operational Performance Improvement. Inventory Management (X2) has a tcount of 7.528 with a significance of 0.000. Because tcount is larger than ttable (7.528 < 2.012) and significance is smaller than 0.05, H2 is accepted, which means Inventory Management has a positive and partially significant effect on Operational Performance Improvement.

Simultaneous Hypothesis Test (F Test)
The F test is used to determine the effect of Digital Transformation and Inventory Management together on Operational Performance Improvement. At a significance level of 0.05 with degrees of freedom of 2 and 47, Ftabel is obtained as 3.20. Based on Table 7, the Fcal value of 114.355 is greater than Ftable with a significance of 0.000. Thus, H3 is accepted, namely Digital Transformation and Inventory Management have a significant effect simultaneously on Operational Performance Improvement.

Table 7.
Simultaneous Hypothesis Testing

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	5021.980	2	2510.990	114.355	.000b
	Residual	1032.020	47	21.958		
	Total	6054.000	49			

Source of Processed Data 2026

Coefficient of Determination R^2
The table shows a correlation coefficient (R) of 0.911 and a determination coefficient (R^2) of 0.830. This means that 83.0% of the variation in Operational Performance Improvement is explained by Digital Transformation and Inventory Management, while the remaining 17.0% is influenced by other factors outside the model. The Adjusted R^2 value of 0.822 which is only slightly different from R^2 indicates that the addition of two independent variables does not inflate the clear power of the model.

Table 8.
R^2 Determination Coefficient Test

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911a	.830	.822	4.68592

Source of Processed Data 2026

DISCUSSION

Digital Transformation: Partially Insignificant
Digital Transformation has a positive but not significant conditional association with operational performance assessment (B = .300, p = .253). A tolerance of .317 indicates substantial predictor overlap, which can affect precision, but this analysis doesn't determine the cause of the nonsignificance or indirect paths through Inventory. However, a Tolerance of 0.317 indicates a high X1-X2 correlation (about 0.83), so most of X1's clear power is likely not to be very significant and does not mean that X1 is irrelevant. This conjecture is in line with Andini & Pratama, (2026) that the success of digital transformation is not solely determined by technological sophistication, and needs to be confirmed through mediation tests on follow-up research.

The Influence of Inventory Management on Operational Performance
Inventory Management had a positive and partially significant effect (B = 1.158; tcount = 7.528; sig. = 0.000; Beta = 0.806), so H2 was accepted. These results were in line with Ilmiah et al., (2025) and Somar et al., (2021), and consistent with field conditions: manual stock checks and fixed stock taking differences (Table 2) place inventory as the most vulnerable point in CV Sun Swalayan's operations.

Simultaneous Influence
Digital Transformation and Inventory Management simultaneously had a significant effect on Operational Performance Improvement (Fcal = 114.355 > Ftable = 3.20; sig. = 0.000), so that H3 was accepted, with R2 of 0.830. These findings are in line with Ali et al., (2024) and Alit Widyastuty, (2016) that links the digital supply system and supply chain to operational performance.

Implications for Management
Digital investment should be directed first to the inventory process, namely a stock database that automatically updates on every incoming and outgoing item, a master price data connected to purchase invoices, and a reorder point based on accurate stock data.

CONCLUSION

Among the 50 employees surveyed at CV Sun Swalayan, Inventory Management is positively and significantly associated with operational performance as rated by employees, while Digital Transformation is not significant after controlling for Inventory Management. The overall model is significant and explains 83.0% of the observed variance. These findings relate to perceptions within a single company and do not prove causality, actual improvement over time, or mediation.

RECOMMENDATION

For CV Sun Swalayan, digital investment priorities should be directed at strengthening the inventory system, such as stock databases that automatically update every time transactions enter and exit goods, update selling prices that are directly linked to purchase invoices, and implement data-based reordering points so that the risk of stockout and stock taking differences can be reduced. Digital transformation in other aspects, such as administrative automation and reporting, still needs to be continued gradually so that its impact on operational performance can be more real in the next period. For further research, it is recommended to add competency variables such as inventory systems, stock databases, price/invoice integration, reorder points and human

resources or organizational culture considering that the portion of variation that has not been explained in this model is still quite large, and consider mediation tests to confirm the allegation that the influence of Digital Transformation is channeled through Inventory Management. The expansion of the research object to other retail companies on a different scale is also suggested so that these findings can be generalized more widely.

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